

Strategies for work motivation in an industrial sector company, case of study.

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Abstract— The objective of this research work is to generate a strategy that has a positive impact on the motivation of workers in a tertiary sector company located in the state of Colima. A deductive approach was used to carry out the work, employing a documentary and field strategy, because of the period it is considered transversal, because of the manipulation of variables it is non-experimental, it is also an exploratory work with an analysis of qualitative data. A Likert scale type survey was designed as a data recovery instrument, which was applied to a sample of 163 operative employees of the company object of the case study. As a result, elements that motivate and demotivate workers were identified, a relationship that served as input for the generation of the strategy.

Keywords— Incentives, labor motivation, human resources, medium-sized enterprises

I. Introduction

Motivation plays an essential role in explaining how attitude, perception and experience combine to generate highly efficient and productive personnel [1]. According to Ruíz [2], when the employee is unmotivated, he loses the enthusiasm and desire with which he started the first day. Their performance begins to be lower and the quality of the work performed will be affected and therefore inefficiencies begin to occur due to lack of attention to the tasks to be performed. Related works were analyzed that serve as a starting point for the current one, studies such as the one by Ochoa [3] that helped to determine how motivation absolutely influences the labor productivity of each employee. González Esquivel [4] shows how worker motivation plays a very important role in the production-quality process, from the beginning to the end of it.

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For his part, Reynaga [5] proposes the motivation process as a cycle that goes from awareness of the need to achievement, so it should be observed from the forces that energize it, such as intrinsic and extrinsic motivation. The relationship of incentives with motivation and its impact on the organizational climate was identified [6].

The factors that affect the motivation of workers identified by Espiritu and Moreno [7] are taken into consideration, considering the relationship of incentives with motivation, it should be kept in mind that not all incentives are related to economic retribution and the importance of considering varied incentives to optimize the strategy [8] [9], proposes strategies that contribute to motivation that do not involve economic incentives, such as continuous training, work climate, recognition, autonomy, work recreation and good treatment between different hierarchical levels.

With the foregoing in mind, the following questions serve as a guide for this research: What strategies does the case study company employ to motivate its employees? What is the employees' perception of these strategies? What other strategies can be implemented in the company?

To answer the questions posed, we seek to generate a strategy that has a positive impact on the motivation of workers in a tertiary sector company located in the state of Colima. To achieve the objective, a company is chosen as a case study, a diagnosis is made about the strategies used and the perception of these strategies by the operative workers, from these inputs the ideal strategies are generated to motivate the personnel in the case study company.

II. Theoretical foundations of the research

According to Robles [10], motivation is "the set of processes involved in the activation, direction and maintenance of behavior". Mercado [11] defines it as "the ability to get a man to do what you want him to do, when you want him to do it, the way you want him to do it and because he wants to do it", while Peña [12] defines the word motivation from its Latin root, which means "to move" so that, in a basic sense, he says that motivation is the study of action.

Taking the concept of motivation and applied to the work environment, Velaz [13] says that the work aspect is complemented by considering the goal, therefore, that purpose is responsible for guiding and specifying the generic energy involved in the motivational impulse". Gelabert [14] defines it as what drives, directs and maintains human behavior. In the work environment, it refers to the individual's desire to perform a job to the best of his or her ability. Therefore, it can

be said that work motivation is desirable for all workers, since it provides them with the necessary drive to perform activities in the best possible way. Now, how can the worker be motivated? The European School Management [15], proposes to start from three axes to motivate the worker: give autonomy to the employee, use transparency and provide flexibility in the work environment.

Conexión Esan [16] recognizes the importance of work motivation and highlights some global trends related to it, such as: empowering human talent through emplacement, people analytics, gamification to create links between employees and different hierarchical levels, creating brand ambassadors and remote work. Finally, Martínez [17] proposes a series of trends that will be visualized with respect to work motivation: flexible hours, flexible workspaces, use of technologies, valuing creativity, evaluating and focusing on results.

III. Methodological design

The present research work is developed from a deductive approach, employs the documentary technique, is cross-sectional, with a mixed method [18] [19].

A Likert scale type instrument was designed, consisting of 26 items, divided into five dimensions: personal and professional development, sense of belonging, communication, security, and perception of current strategies. At the end of the instrument an open item is added, in which respondents are asked about incentives, prizes or activities that would help them to increase their work motivation.

For the application of the instrument, a population of 280 subjects comprising operational personnel of the industrial company under study was identified, from which, by means of the simple random sampling technique [20], 163 subjects were chosen to obtain a result with a confidence level of 95% and a margin of error of 5% [21].

The Cronbach's Alpha reliability statistic was applied, which yielded a result of 0.924, indicating that the instrument is reliable. Similarly, a principal component analysis and the Varimax rotation method with Kaiser normalization are performed, where the dimensions and the items that comprise them are observed, as shown in fig. 1.

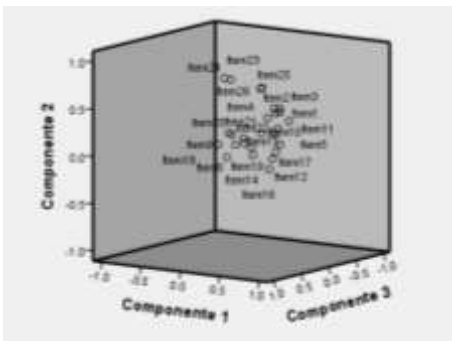


Figure 1. Rotated space component graph

The rotated components matrix allows us to appreciate the relationship between the different items that make up the

dimensions or components considered in the instrument shown in table 1.

Table 1. Rotating component matrix

Variables	Componente					
	1	2	3	4	5	
DIM1	Item17	.710	.125	.390		
	Item11	.694	.410	.126		.186
	Item13	.656	.307	.350		
	Item16	.622		.383		.276
	Item12	.607		.306		.327
	Item6	.598	.331	.194		.167
	Item7	.582	.497	.133	-.121	.144
	Item5	.580	.152	.125		.174
DIM2	Item1	.548	.485	.155		.264
	Item24		.836	.354		.148
	Item23		.813	.300		.192
	Item26	.379	.732	.187		
	Item25	.338	.728	.110		.167
	Item2	.521	.534	.149		.324
DIM3	Item3	.503	.511			.406
	Item18	.221	.204	.738	-.106	.154
	Item20	.290	.322	.648	-.139	.114
	Item21	.311	.300	.615		.237
	Item19	.531	.184	.586	-.205	
DIM4	Item22	.428	.267	.572		.204
	Item15				.883	
	Item14			-.182	.859	
DIM5	Item8	-.111		.105	.790	
	Item9	.141	.132	.312		.746
	Item4	.356	.399		-.198	.644
	Item10	.442	.281	.272	-.137	.546

IV. Analysis of results

After retrieving the data, we proceed to analyze them by dimension. Regarding the dimension focused on personal and professional development, they consider that factors such as the recognition of their work, being supported to achieve their professional goals, the possibility of growing within the company, having their proposals listened to and valued, are factors that make them feel motivated; otherwise, when these attentions are provided to personnel who from their perspective do not deserve it, it is an action that affects motivation in a negative way.

Regarding the sense of relevance, factors such as providing the employee with the possibility of proposing improvements and areas of opportunity, stability and job certainty are identified.

The third dimension related to communication within the company allowed us to identify factors that motivate the worker from this approach, such as: certainty about the activities and processes to be carried out, receiving clear and precise indications, not overloading the worker with activities and, finally, the existence of a cordial relationship between collaborators and bosses in the company.

The items related to safety at work made it possible to identify factors that affect motivation in a positive way, such as: performing risky work in the right conditions and with the right equipment, receiving relevant training directly related to improving the way in which activities are performed and having a safe workspace.

Finally, the last dimension refers to the motivational strategies used in the case study company; of these items, the strategies implemented and the workers' perception of the positive impact on their motivation are analyzed.

The company provides workers with a savings fund, which 66.7% of them are positively influenced, as for the food vouchers, 61.3% feel motivated by the benefit, regarding the punctuality bonus, 65.4% feel that they are motivated by the benefit, finally, the company has a training program to develop within the same, to which only 66.4% feel motivated by this program. It is worth mentioning that 89% of those surveyed consider that the benefits have lost their motivating effect over the years.

v. Conclusions and discussions

The objective stated at the beginning of this research work is completely fulfilled, which reads as follows: "To propose a strategy that seeks in a positive way to retain personnel in a transformation company located in the municipality of Armería, Colima". This is because according to the diagnosis obtained, a strategy was proposed to keep the personnel in the company, it is recommended to continue with the incentives that have been granted in the company since the personnel considers them appropriate. Similarly, it is suggested to implement the following strategies: a) Generate social relationships, developing sports activities, these will improve interpersonal relationships and the work environment. Among these activities can be; soccer, volleyball, basketball, among others. b) Recognition of the employee of the month, according to their productivity and attendance, an employee from each area should be chosen and their photo should be placed on the wall newspaper within the company or on the social network. The parameters should be established and be visible to all employees of the company, so that the delivery of this is fair.

In reference to the specific objectives, their fulfillment is determined as follows:

- 1.- To analyze the causes of demotivation at work.
- 2.- To establish a motivational plan for the collaborators.

Regarding the research questions, the answer is given as follows:

How do employees consider their personal and professional development within the company? More than 60% of those surveyed stated that the company recognizes their work and effort at work, supports them in achieving their professional goals and objectives and believes that it allows them to grow within the company.

Is communication within the company adequate? Employees and managers maintain a cordial relationship, the

activities to be performed are specified in an appropriate manner and managers provide clear and precise indications.

What activities would employees like to perform within the company? The company's employees would like to receive bonuses in cash or in kind, as well as to have more time with their co-workers and managers.

Of the motivational strategies employed, which have had the greatest impact? The punctuality bonus and the vacation bonus, which is higher than what is established by law, are some of the incentives that have had the greatest impact on employees.

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